

US ARMY CENTRAL (USARCENT) Standards Book



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Disclaimer: Current location ASG Commander Policies are effective for all Service members upon arrival.



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ACCG

MEMORANDUM FOR USARCENT Team Members

SUBJECT: Soldier's Standards Book

1. This U.S. Army Central Standards Book is a short guide to this command's expectations of individual behavior. It is an easily accessible reference for on-the-spot corrections and performance counseling.
2. Standards are clear, basic rules that govern conduct. They are guidelines for behavior which minimize confusion and misunderstanding and set the conditions for building trust. This book includes standards in the areas of customs, courtesies, conduct, appearance, force protection and behavior. When in doubt, follow the Army values.
3. Soldiers will adhere to these standards, and leaders will enforce these standards. These are not the only standards in our organization – these establish a baseline. Modern warfare requires disciplined initiative, and discipline is behavior tempered by high standards of conduct and performance. U.S. Army Central has a complex mission, with constant transitions, and these standards help us accomplish the mission efficiently and effectively. Ensure you know the standards, meet the standards, and enforce the standards.
4. Service in the U.S. Army is a privilege and you are all volunteers and professionals. The uniform you wear represents something special, to you, and to everyone who sees you in it. This is particularly true in our forward Central Command (CENTCOM) area of responsibility (AOR) where Soldiers are a visible symbol of the United States of America. Therefore, it is particularly critical in this organization that we all follow these standards.
5. For more than a century, U.S. Army Central Soldiers have proudly served the Nation. Over the years, our mission has changed but not our devotion to duty. Together we will continue to deter conflict and, when necessary, fight and win our nation's wars. We are proud to serve with you.

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Command Sergeant Major

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Lieutenant General, USA
Commanding General

USARCENT Historical Summary (1918 - Present)

WORLD WAR I

Activated in Chaumont, France, on November 7, 1918, only five days before the end of hostilities during World War I, the Third U.S. Army consisted of three Corps (III, IV, and VII). The Commander, Major General Joseph Dickman, received the mission to move quickly into central Germany. Once his forces were in position, they were to disarm and disband German forces as ordered by General John J. Pershing, Commander of the American Expeditionary Forces. Third Army established its headquarters in Koblenz, Germany, on December 15, 1918. On July 2, 1919, after Germany signified their intentions to sign the Treaty of Versailles, the Third Army deactivated. The remaining headquarters elements and troops were designated American Forces in Germany.

BETWEEN THE WARS

Third Army reconstituted on August 9, 1932 as part of an Army-wide reorganization. The Third Army reactivated at Fort Sam Houston, Texas, on October 1, 1933. Under Lieutenant General Walter Krueger, it became the premier training Army of the country. Their area of responsibility extended from Mississippi to Arizona and Arkansas to the border with Mexico. With war approaching, the Third Army training mission expanded, and the need for large-scale unit training was identified. The Louisiana Maneuvers trained hundreds of thousands of Soldiers and shaped U.S. Army doctrine for the coming war.

WORLD WAR II

Following the outbreak of World War II, Third Army retained the mission of molding U.S. citizens into U.S. Soldiers. In 1943, command of Third Army passed to Lieutenant General Courtney Hodges who continued the mission of training U.S. Army units for war. On New Year's Eve 1943, Third Army was alerted for overseas movement to the United Kingdom for participation in the European invasion. When the headquarters departed for England, Lieutenant General Hodges did not travel with the unit. When Third Army arrived in England, they had a new Commander, Lieutenant General George S. Patton, Jr. Publicly, Lieutenant General Patton was in command of the First U.S. Army Group (FUSAG), but this was a feint. FUSAG was a fake organization with fictitious units which aided in deceiving the Germans as to the location of the Allied invasion of France, which the Germans were convinced Lieutenant General Patton would lead. When the D-Day landings came, the FUSAG deception held German reinforcements in place for weeks, while Third Army units began landing in France. The Third Army Headquarters landed on French soil on July 5, 1944 and began to organize.

WORLD WAR II - BREAKOUT

In late July 1944, First Army began Operation Cobra to break out of Normandy. The Third Army Headquarters became operational on August 1st. Offensive operations led by 4th and 6th Armored Divisions punched through German defenses, and Third Army went slashing through France. By the end of August, Third Army conducted the southern envelopment of the German Army in Falaise pocket, while the rest of the Third Army stretched out from Breast on the west coast of France to the Meuse River in the

east, approximately 475 miles. The Third Army dash across France was not stopped by the Germans, but by a lack of supply. Starting in September, the Allied main effort shifted north along with the supplies. Third Army was permitted to make limited advances as far as the rationed gas and ammunition allowed. This persisted through September to November with the Third Army slowly pushing forward and the Germans grudgingly giving ground.

WORLD WAR II - THE ARDENNES

As early as late November 1944, the Third Army G2 (Intelligence) began noticing a potential buildup of German Panzer units on the western front and warned of a potential large-scale enemy offensive. Third Army warned of a potential offensive building against the VIII Corps in the Ardennes, just north of Third Army. Antwerp was the German objective where they could seize the Allied source of supply and cut the Allied Army in half. The German offensive struck VIII Corps on December 16th. General Patton met with General Omar Bradley on December 18th. Bradley asked what General Patton could do. General Patton responded that he could counter attack three divisions in two days. So ordered, General Patton instructed that the 4th Armored Division, 26th and 80th Infantry Divisions disengage from attacking eastward and move to attack the German salient (the Bulge). Traversing 125 miles on icy roads in bad weather, the 4th Armored Division reached the encircled 101st Airborne Division on December 26th, allowing supplies to flow in and the wounded to flow out. Over the next thirty days, American forces set to the task of reducing the bulge and finally returned to the original lines about January 25, 1945. With the Battle of the Bulge concluded, Third Army turned to drive into the heart of Germany to end the war. After a month of hard fighting, Third Army broke through German resistance and raced for the Rhine River. With the first bridgehead established over the Rhine River by First Army at Remagen, Third Army conducted an assault river crossing at Oppenheim, halfway between Mainz and Worms on March 22-23. With six more weeks of the war, Third Army units fought across Germany, pushing as far east as Pilsen, Czechoslovakia, and south to Linz, Austria. When the war ended on May 8, 1945, the Third Army traveled farther than any other Army in Europe and captured over 1,250,000 prisoners. Third Army remained in Germany until 1947.

POST WORLD WAR II - THE COLD WAR

Upon return to the United States, Third Army headquarters was established at Fort McPherson near Atlanta, Georgia, where it took on a training role like its pre-World War II mission. Third Army deactivated October 1973 and reactivated in December 1982 at Fort McPherson as the United States Army Central (USARCENT) to serve as the Army Service Component Command (ASCC) for United States Central Command, which was established January 1, 1983.

DESERT SHIELD AND DESERT STORM

In response to Saddam Hussein's August 2, 1990 invasion of Kuwait, USARCENT deployed to Kuwait to command land forces for Operation Desert Shield. As diplomacy failed and Desert Shield turned into Operation Desert Storm, USARCENT commanded nine divisions under two Corps to eject Iraqi Forces from Kuwait. USARCENT swept

into Kuwait and destroyed most of the Iraqi Republican Guard, liberating Kuwait on February 26, 1991. For more than a decade following the liberation of Kuwait, USARCENT remained engaged in the region responding to provocative Iraqi actions. During those years, USARCENT was involved in Operation Vigilant Warrior, Operation Vigilant Sentinel, Operation Desert Strike, Operation Desert Thunder I & II, and Operation Desert Fox.

AFGHANISTAN AND IRAQ

In response to the September 11th attacks, USARCENT provided command and control for all the coalition land forces engaged in Operation Enduring Freedom. As the Coalition Forces Land Component Command (CFLCC), USARCENT commanded the ground war in Afghanistan and the surrounding countries from November 11, 2001 to May 31, 2002. In late 2002, U.S. Central Command designated USARCENT as the CFLCC for planned ground operations in Iraq. Operation Cobra II, USARCENT's plan for the invasion of Iraq, began on March 20, 2003. Iraqi forces were overwhelmed by U.S. ground forces. The liberation of Iraq took six weeks with U.S. Forces moving faster than General Patton's dash across France in August 1944. The end of the ground campaign saw USARCENT involved in its third occupation in less than 100 years. USARCENT passed responsibility for Iraq to Combined Joint Task Force 7 on June 14, 2003. USARCENT returned to its role as a manning and resource provider for the theater. In 2011, USARCENT executed Operation Nickel II, the withdrawal of forces and equipment out of Iraq and the subsequent buildup of forces and material in Afghanistan. In July 2014, the USARCENT Commander and staff deployed to Iraq with instructions to blunt the expansion of the group al-Dawla al-Islamiya fi al-Iraq wa al-Sham (DA'ESH). In December 2014, the U.S. Central Command named this Operation Inherent Resolve. The USARCENT Headquarters was the nucleus of what became Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR). Composed of personnel from over 30 nations, the mission of CJTF-OIR is to militarily defeat DA'ESH, also commonly referred to as the Islamic State of Iraq and Syria (ISIS) and the Islamic State of Iraq and the Levant (ISIL). DA'ESH is the preferred term when partnering with coalition forces as the other terms lend legitimacy to the organization. USARCENT passed this mission to the U.S. III Corps in September 2015.

TODAY

In July 2011, USARCENT relocated the main command post from Fort McPherson, Georgia, to Shaw Air Force Base, South Carolina. Today USARCENT consists of over 600 Soldiers and DA Civilians and contractors at Shaw Air Force Base, South Carolina, as well as approximately 20,000 assigned Soldiers in several locations in the CENTCOM Theater. USARCENT shapes and sets the theater to support operations; improve relationships; access and partner capacity; and deter adversaries while providing a mission command structure to execute Unified Land Operations in support of Combatant Commander directives.

Vision

United States Army Central - a disciplined and agile command comprised of America's land domain experts in the Middle East, Central Asia, and South Asia - is postured through enduring presence and persistent partnerships, to protect US national interests in the central region and is capable of rapid transition to command joint and coalition forces to defeat emerging threats.

NCO Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained, and proficient in my warrior tasks and drills. I always maintain my arms, my equipment, and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier!

The Commissioned Officer Oath of Office

I, (state your name), having been appointed a (rank) in the United States (branch of service), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God.

Noncommissioned Officer Charge

I do solemnly dedicate myself to uphold the tradition, the dignity, and the high standards of the United States Army Corps of Noncommissioned Officers. I willingly accept the responsibility for the actions, good or bad, of every Soldier under my command or supervision.

Should I observe errors or actions detrimental to the service, committed by any subordinate, I will have the moral courage to take immediate corrective actions.

This I recognize as my greatest obligation as a Noncommissioned Officer.

The Enlistment Oath

I, (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

**U.S. ARMY CENTRAL
STANDARDS BOOK**

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CHAPTER 1 ARMY VALUES

LOYALTY – *Bear true faith and allegiance to the United States Constitution, the Army, your unit, and other Soldiers.* Loyalty to the Nation, to the Army, to the unit, and to its individual Soldiers is essential. The oath we take requires loyalty to the nation and an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands adherence to the spirit as well as the letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead and those who are led and those who serve alongside the Soldier. This obligation includes devotion to the welfare of one's comrades. It fosters cohesion and engenders a sincere concern for the well-being of fellow Soldiers and produces dedication and pride in the unit.

DUTY – *Fulfill your obligations.* The behavior required by moral obligation, demanded by custom, or enjoined by feelings of rightness. Contained within the concept of duty are values of integrity and selfless service, which give moral foundation to the qualities the ethos demands of all Soldiers from Private to General.

RESPECT – *Treat people as they should be treated.* Respect entails feeling and/or showing deferential regard for someone or something. It is the willingness to show consideration or appreciation. Respect is evident in the way we treat our subordinates, peers, and seniors. It applies not only to relationships, but to areas such as other cultures, religious beliefs, and ethnic heritage as well. As our appreciation and respect for others deepen, our unit and our Army become more cohesive and better equipped for mission accomplishment. We demonstrate respect when we show mutual positive regard for the significance of each other.

SELFLESS SERVICE – *Put the welfare of the nation, the Army, and your subordinates before your own.* Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to place self-interest ahead of the collective good. What is best for the Nation, the Army, and the unit must always come before personal interests. Selfless Service leads to teamwork and unity of effort; it is inherent in military service.

HONOR – *Live up to all the Army values.* Honor a code of dignity, integrity, and pride. It is personal integrity maintained without legal or other obligation. It is an inner quality that is reflected in the decisions we make, both small and large.

INTEGRITY – *Do what is right, legally and morally.* Integrity is the uncompromising adherence to a code of moral values, utter sincerity, and the avoidance of deception or expediency of any kind. Integrity demands a commitment to act according to the Army values. It provides the basis for the trust and confidence that must exist among those whose profession entails the measured application of violence and death.

PERSONAL COURAGE – *Face fear, danger, or adversity (physical and moral).*

Physical and moral courage can be the difference between failure and success, whether in or out of uniform, whether in peace or war. American history is replete with examples of physical courage of brave Soldiers who accomplished what seemed impossible.

They freely admitted that they were afraid, but they overcame their fears. It takes moral courage to stand up for one's belief in what is right, particularly when it is contrary to what others believe. It is courage to persevere in what we know to be right and not tolerate wrong behavior by friends, peers, subordinates, or superiors.

CHAPTER 2 SERVICE MEMBER CONDUCT

References:

AR 600-20, Dtd 6 Nov 14, Army Command Policy
DoD Joint Ethics Regulation 5500.7-R, Dtd 17 Nov 11, including Changes 1-7
ADP/ADRP 6-22, Dtd 1 Aug 12, Army Leadership

1. General:

a. As members of the Armed Forces of the United States, we entered into a formal and binding agreement to serve as ambassadors of our nation. As representatives of America, we incur a responsibility to conduct ourselves as professionals at all times.

b. Standards of conduct for all Service Members and other Department of Defense (DoD) representatives should place loyalty to country, ethical principles, and law above personal gain and other interests. The performance of duties should be in keeping with the highest traditions of your respective service and/or the nation.

2. On and Off Duty Conduct:

a. All Service Members and other DoD representatives must be aware of the customs, cultural differences, and religious beliefs that influence values of the local communities in which they serve. At all times, personal conduct on and off-post is subject to laws of the local community and the Uniform Code of Military Justice. When interacting with civilians or locals (if deployed), use common sense, sound judgment, and courtesy as expected by professionals.

b. Service Members and other personnel assigned or attached to USARCENT will set the example in morality, clean living, physical conditioning, combat readiness, and safety. We will respect the differences of others by always taking the high ground. Conduct such as shouting insults at other units or individuals, fighting, harassing individuals, or other immature acts are counter-productive to DoD objectives and will not be tolerated.

c. Your conduct on and off duty should reflect the pride you have in yourself, your unit, and the United States. Service Members will always allow his/her performance to speak for itself. Quiet professionalism is the mark of a true leader. Insults, hazing, or other types of maltreatment are unnecessary, unprofessional, and intolerable.

3. Relationships between Soldiers of different grade (IAW AR 600-20):

a. The term "officer" used in this paragraph includes both commissioned and warrant officers (WO) unless otherwise stated. The term "noncommissioned officer" (NCO) refers to a Soldier in the grade of corporal to command sergeant major/sergeant major. The term "junior enlisted Soldier" refers to a Soldier in the grade of private to specialist. The provisions of this paragraph apply to both relationships between Soldiers in the Active and Reserve Components and between Soldiers and personnel of other Military Services. This policy is effective immediately, except where noted below, and applies to opposite-gender relationships and same-gender relationships.

b. Soldiers of different grades must be cognizant that their interactions do not create an actual or clearly predictable perception of undue familiarity between an officer and an enlisted Soldier or between an NCO and a junior-enlisted Soldier. Examples of familiarity between Soldiers that may become "undue" can include repeated visits to bars, nightclubs, eating establishments, or homes between an officer and an enlisted Soldier, or an NCO and a junior-enlisted Soldier, except for social gatherings, that involve an entire unit, office, or work section. All relationships between Soldiers of different grade are prohibited if they—

(1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

(2) Cause actual or perceived partiality or unfairness.

(3) Involve, or appear to involve, the improper use of grade or position for personal gain.

(4) Are, or are perceived to be, exploitative or coercive in nature.

(5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

c. Certain types of personal relationships between officers and enlisted Soldiers, or NCOs and junior enlisted Soldiers, are prohibited. Prohibited relationships include the following:

(1) Ongoing business relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of ongoing financial or business relationship. Business relationships between NCOs and junior enlisted Soldiers that exist at the time this policy becomes effective and that were authorized under previously existing rules and regulations, are exempt provided the individuals are not in the same unit or chain of command and the relationship does not meet the criteria listed in paragraph 4–14b (1 through 5). In the case of ARNG or U.S. Army Reserve personnel, this prohibition does not apply to relationships that exist due to their civilian occupation or employment.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to the following:

(a) When evidence of fraternization between an officer and enlisted member or an NCO and a junior enlisted Soldier prior to their marriage exists, their marriage does not preclude appropriate command action based on the prior fraternization. Commanders have a wide range of responses available including counseling, reprimand, order to cease, reassignment, administrative action, or adverse action. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is appropriate. Generally, the commander should take the minimum action necessary to ensure that the needs of good order and discipline are satisfied.

(b) Situations in which a relationship that complies with this policy would move into noncompliance due to a change in status of one of the members (for instance, a case where two junior enlisted members are dating and one is subsequently commissioned or selected to be a WO, commissioned officer, or NCO). In relationships where one of the enlisted members has entered into a program intended to result in a change in his or her status from enlisted to officer or junior enlisted Soldier to NCO, the couple must terminate the relationship permanently or marry within one year of the date of the appointment or the change in status occurs.

(c) Personal relationships between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on AD (other than AT), on Full Time National Guard Duty (FTNGD) (other than AT), or serving as a dual status military technician.

(d) Personal relationships between members of the RA and members of the National Guard or Army Reserve when the relationship primarily exists due to civilian association and the RC member is not on AD (other than AT), on FTNGD (other than AT), or serving as a dual status military technician.

(e) Prohibited relationships involving dual status military technicians, which were not prohibited under previously existing rules and regulations, are exempt until 1 March 2015.

(f) Soldiers and leaders share responsibility for ensuring that these personal relationships do not interfere with good order and discipline. Commanders will ensure that personal relationships that exist between Soldiers of different grades emanating from their civilian careers will not influence training, readiness, or personnel actions.

(g) Gambling between officers and enlisted personnel, or NCOs and junior enlisted Soldiers.

(h) These prohibitions are not intended to preclude unit based normal team building or activity based on interaction which occurs in the context of community based, religious, or fraternal associations such as scouting, youth or adult sports leagues or teams; membership in organizations such as the Masons or Elks; religious activities including chapel, church, synagogue, mosque, or religious education; Family gatherings; unit-based social functions; or athletic events.

(i) All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between Soldiers of different grade or rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

(j) Commanders should seek to prevent inappropriate or unprofessional relationships through proper training and personal leadership. Commanders have a wide range of responses available should inappropriate relationships occur. These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), non-judicial punishment, separation, bar to reenlistment, promotion denial, demotion, and courts martial. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

4. Personal Conduct:

a. Alcohol. Alcohol is permitted in the barracks. Commanders may not adopt blanket policies or restrictions on types or amount of alcoholic beverages Soldiers may possess in the barracks. When any Soldier abuses the privileges regarding possession or consumption of alcoholic beverages, commanders may take action to withdraw the privilege the Soldier has for possession or use of alcohol.

(1) Consumption of alcohol while on duty is prohibited.

(2) Soldiers below the legal drinking age will not consume, store, or purchase alcohol, nor will it be stored or purchased for them.

(3) Soldiers 21 years or older living in the barracks may possess alcohol in their rooms or common areas.

b. Checks of Barracks. Commanders will ensure that health and welfare inspections are conducted in the barracks on at least a monthly basis. In addition to these inspections, commanders will regularly make personal visits to their Soldiers' barracks rooms. These visits should not be considered inspections but should instead focus on ensuring each Soldier's welfare. During the visits, the Commander will not enter the barracks room without consent except under exigent circumstances such as safety concerns or to conduct a probable cause search.

c. Cohabitation/Visitors. Although visitors are allowed, they are not permitted to spend the night, live in the barracks, or abuse the visitation privileges. Soldiers are responsible for their visitors' actions in the barracks. Any non-military visitor under the age of 18 and not a member of the Soldier's immediate family must be accompanied by a parent or legal guardian. Units will maintain a visitor's log at each CQ location. Soldiers having visitors will ensure that their visitors are properly signed in and out at the CQ. Cohabitation (even short-term) is strictly forbidden.

(1) Soldiers residing in the barracks may have visitors of either sex in their rooms as previously outlined.

(2) Commanders will suspend visitations during Emergency Deployment Readiness Exercises, call outs, or if the commander determines that it may adversely impact upon mission readiness.

(3) Visitation is a privilege. Commanders may revoke this privilege if abused.

(4) Command Presence. In addition to the aforementioned inspections and visits, commanders will ensure frequent, conspicuous leadership presence in the barracks especially on the weekends and holidays. All units will establish and maintain a presence of command during off duty, weekends, and holidays before and after midnight. The purpose is so that leadership is aware of what is going on with their Soldiers within the barracks, assist Soldiers with emergency work orders and to help resolve other social issues that may arise before they get out of control.

(5) Contraband. Soldiers may not have contraband in the barracks or in their privately owned vehicles (POVs). Examples include illegal drugs, privately owned weapons, pyrotechnics, martial arts weapons, and other items designated by the Commanding General. Subordinate commanders may prohibit items in their unit areas as necessary to ensure safety, preserve unit cohesion, and maintain good order and discipline. Examples include items that are flammable or openly displayed signs, symbols, and/or literature that are racist, as determined by the unit commander.

(6) CQs. Each Company will have a CQ in their barracks. CQs are mandatory in all barracks. Brigade and separate Battalion Commanders may establish CQs for specific purposes and periods at their own discretion.

(7) Flags/Banners. Properly displayed flags of the Nation, States, and U.S. territories and possessions are permitted. Appropriate regulations as to display, dignity, and respect with regard to the flag of the United States of America will be followed. Brigade Commanders and separate Battalion Commanders will address other foreign flags with exception to the flag/banner policy – example: an official exchange Soldier from a foreign army.

(8) Formal Inspections. These are normally "stand-by" type of formations that are unit oriented. Example: Payday procedures, Command Inspection Program. The

may involve layouts, corrective actions or remedial procedures as a part of the program. All inspections or checks should include a corrective or follow-up plan and feedback to the Soldiers. All units will have a routine that includes periodic formal inspections.

(9) Health and Welfare Inspections. Scheduled inspections maintain the health, safety and readiness of the unit. The use of Military Working Dogs or other technical means may be utilized in addition to the eyes and ears of the chain of command.

(10) Inspections. The Commander will inspect rooms and common areas to ensure standards of cleanliness, security, functionality, and safety are met on at least monthly basis. (Units may want to put this in an SOP to provide further clarity). NCOs are responsible for taking care of our Soldiers and will check on their Soldiers' living conditions daily.

(11) Occupancy. The goal is no more than 2 per standard (2 person) room. NCO acceptable standards for space are 135 square feet and a shared bath with not more than one other Soldier.

(12) Personal Property. Stereos, phones, refrigerators, microwaves, civilian furniture, and bedding are permitted. Units will set standards for use.

(13) Pets. Personnel who reside in the barracks are allowed to keep fish only. All personnel who reside in the area must agree to keep the fish and provide a plan in case of leave or deployment. Commanders must specifically authorize any tank that exceeds 10 gallons.

(14) Plants. No large floor plants or those that would stain or damage the room are authorized. Commanders may establish a "No Plant" policy if plants and their maintenance is inconsistent with their operational needs and OPTEMPO/OPCYCLE.

(15) Posters, Wall Displays, Screen Savers. Nothing in the rooms will endorse racial intolerance, gang activity, drug activity, or overt sexual activity. Additionally, no items or pictures that degrade national or military leaders will be acceptable as decoration. Examples of offensive and inappropriate displays are: nudity, glorification of drugs and alcohol, racist, extremist, or violent gangs, cruel, inhumane, or displays otherwise incompatible behavior with normal unit cohesion.

(16) Room Arrangements. There are no standard arrangements. Rooms may be arranged and decorated to allow the Soldier maximum freedom but emphasizing cleanliness and property accountability. Units will prohibit unsafe arrangements.

(17) Room Paint. Commanders may approve exceptions for solid-color or light pastels. Room must be restored to government color upon clearing. No dark colors, bizarre patterns, or other schemes are allowed.

(18) Safety. Units will establish a safety program IAW current directive.

(19) Smoking/Tobacco use (to include the use of electronic cigarettes) is prohibited in all DA-occupied workplaces, IAW AR 600-63, except for designated smoking areas. Designated areas will be at least 50 feet from common points of ingress/egress and will not be located in areas that are commonly used by nonsmokers.

5. Military Authority:

a. Authority is the legitimate power of leaders to direct subordinates to take action within the scope of their responsibility.

b. Command Authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. Leaders have command authority when they fill positions requiring the direction and control of other members of the United States Armed Forces. That authority may be restricted to the Service Members, other personnel, and facilities of their command.

c. General Military Authority. General military authority is the authority extended to all Service Members to take action. It originates in the oath of office or oath of enlistment, laws, rank structure, traditions, and regulations. Leaders may exercise general military authority over Service Members from different units or services. When a NCO of one unit stops a Service Member from another unit to present an on-the-spot correction, the NCO is exercising general military authority.

d. Many military customs compliment procedures required by military courtesy, while others add to the graciousness of garrison life. Violations of customs will bring official censure or disciplinary action. The customs of our military are its common law.

Do:

- Treat others with respect
- Make on the spot corrections
- Ask questions if you don't know
- Be a good steward of Army resources
- Be a reliable superior, peer, or subordinate
- Hold everyone accountable, officers as well as enlisted
- Communicate effectively with Soldiers, leaders and families
- Be in the right place, at the right time, in the right uniform
- Ensure Soldiers always present a professional military appearance
- Coach, teach, and mentor to assume the role of the next higher position

Don't:

- Allow Soldiers to walk in a gaggle or not in formation
- Talk on your cell phone while walking in uniform
- Stand with hands in pockets
- Lose your military bearing
- Avoid or ignore officers so as not to salute
- Drive or walk during Reveille/Retreat
- Forget to take care of each other
- Compromise your integrity
- Quit or surrender
- Drink and drive or use illegal drugs

CHAPTER 3 MILITARY CUSTOMS AND COURTESIES

References:

AR 600-20, Dtd 6 Nov 14, Army Command Policy
AR 600-25, Dtd 24 Sep 04, Salutes, Honors, and Visits of Courtesy
AR 840-10, 15 Jun 17, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
TC 3-21.5, 20 Jan 12, Drill and Ceremonies

1. General:

A custom is an established usage; the essence of military courtesy is mutual respect. Courtesy among members of the Armed Forces is vital to maintain military discipline. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of a professional ethic with its supporting core values.

2. Salutes.

a. The salute is a form of expressing goodwill, respect, and honor. It is the position of the hand or weapon and the attitude of the person expressing respect toward officers, flags, or country. The way you salute says a lot about you, your unit, or branch. Example: A sloppy salute might mean that you are ashamed of your unit, lack confidence, or at the very least, that you have not learned how to salute correctly.

b. Do not talk on a cell phone while rendering a salute. Remove the cell phone from your ear; hold the phone at your side as in standing (position of attention) then render the salute and greeting. Service Members will not use cell phones while walking.

c. The junior person salutes first, and USARCENT HQ Service Members will accompany the rendering of the hand salute with the phrase "Patton's Own". The senior person will reply "Third, Always First".

d. When exchanging the salute with Service Members from other units, if the USARCENT HQ Service Member is first to render the salute, still use the phrase "Patton's Own". If replying to another unit's motto, or an appropriate greeting such as, "Good Morning, Sir" or "Good Morning, Ma'am", the senior USARCENT HQ Service Member's response will be "Patton's Own".

e. Proper military courtesy will be rendered at all times, to include operations in a field environment.

f. When you approach an officer outside (as in passing) salute when you recognize the officer, normally when the officer is within six steps. If in a group, all personnel render salutes when passing.

g. Salute all officers in official vehicles (recognized by rank or identifying vehicle plates/flags).

h. If in a formation, salute only on command or when rendering reports.

i. When an officer approaches a group of Service Members not in a formation, the first Service Member to recognize the officer calls the group to "Attention" and ALL personnel render a salute.

j. If as an individual, you approach an officer while double-timing, assume a quick time march (walk) and render the hand salute (except when running during physical fitness training). When the salute is returned, execute order arms and resume double-timing.

k. If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If an officer speaks to you, assume the position of attention.

3. Customs and Courtesies:

a. When talking to an officer, stand at attention unless given the command of "At Ease". When dismissed or when the officer departs, come to the position of attention and, if outdoors, salute.

b. When speaking to or being addressed by a NCO of senior rank, stand at parade rest until ordered otherwise.

c. When an officer enters a room, the first Service Member to recognize the officer calls the personnel in the room to "Attention", but does not salute; for a senior NCO use "At Ease". A salute indoors is only rendered when reporting. If you are the only person in the room, silently come to the position of attention for an officer and parade rest for a NCO.

d. When a General Officer enters a dining facility, unless they direct otherwise, or unless a more senior officer is already present, the first person to see the General Officer gives the command "At Ease" loud enough for all personnel in the facility to hear. All persons will remain seated and stop talking, but may continue eating until the General Officer announces, "Carry On" or additional instructions are received.

4. Reveille:

a. If in uniform and not in a formation, at the first note of reveille, face the flag (or in the direction of music if the flag is not in view) and render a hand salute. End the salute on the last note of reveille.

b. If in civilian clothes with head dress, at the first note of the reveille, face the flag (or in the direction of the music if the flag is not in view), remove head dress and stand at attention until the last note of reveille.

c. When in a vehicle, Custom and Courtesies is to get out of the vehicle. When on Shaw Air Force Base, pull over safely to the right and stop but do not get out of the vehicle. Service Members will exit the vehicle in Kuwait and Qatar during reveille.

5. Retreat:

a. Retreat ceremony consists of two bugle calls, the first is "Retreat" and the second is "The Star-Spangled Banner" (normally on Air Force bases) or "To the Colors" (Army posts and camps).

b. If in uniform and not in formation, at the first note of retreat, face the flag (or in the direction of the music if the flag is not in view) and stand at attention. Hold that position until the last note of "Retreat." At the first note of "The Star-Spangled Banner" or "To the Colors", when outdoors render the hand salute. Hold that position until the last note of the music.

c. If in civilian clothes with head dress, at the first note of retreat, face the flag (or the music if the flag is not in view), remove head dress and stand at attention. Remain at attention until the last note of "Retreat." At the first note of "The Star-Spangled Banner" or "To the Colors" when outdoors, hold head dress with the right hand over your heart. Hold that position until the last note of "The Star-Spangled Banner" or "To the Colors." Present Arms is also permitted when in civilian clothes with or without head dress.

d. When in a vehicle, get out. When on Shaw Air Force Base, pull over safely to the right and stop but do not get out of the vehicle. Service Members will exit the vehicle in Kuwait and Qatar during retreat.

6. Place of Honor.

When accompanying a senior, walk to their immediate left. The right side is considered the position of honor. Accordingly, when a junior Soldier rides or sits with a senior, the junior takes position to the left of the senior. The junior should walk in step with the senior, step back and allow the senior to be the first to enter a door and render similar acts of courtesy and consideration throughout.

CHAPTER 4 WEAR AND APPEARANCE OF THE UNIFORM

References:

Army, AR 670-1, Dtd 25 May 17, Wear and Appearance of the Army Uniforms and Insignia DA Pam 670-1, Dtd 25 May 17, Guide to the Wear and Appearance of the Army Uniform and Insignia
AR 385-10, Dtd 27 Nov 13, The Army Safety Program (Reflective belt) items
Navy, NAVPERS 15665I, U.S. Navy Uniform Regulations
Marine, MCO, P1020.34G (With Change 1-5). Marine Corps Uniform Regulation.
Air Force, AFI 36-2903, Dress and Personal Appearance of the Air Force Personnel CENTAF reporting instructions
ARCENT Command Policy, OP PROT 04, Wear of Reflective Belt/Gear, 27 Jan 09
ALARACT Message 082/2014, Wear and Appearance of the Army Uniforms and Insignia ALARACT Message 085/2015 – Transition to Operational Camouflage Pattern Army Combat uniform (ACU) Ensemble
ALARACT 085/2015 Transition to Operational Camouflage Pattern Army Combat Uniform Ensemble

1. On Duty:

a. The U.S. Armed Forces are uniformed services where discipline and professionalism are judged, in part, by the manner in which the individual wears the uniform. The pride displayed by American Service Members in uniform also serves as a vital ingredient to the strength and effectiveness of our Armed Forces. Therefore, a neat and well-groomed appearance by all Service Members is fundamental and contributes to building of pride and esprit de corps that is essential to an effective military force. It is the responsibility of all leaders to ensure that personnel under their control present a neat appearance when wearing a uniform from one of our services. Each individual wearing a uniform and representing one of the services of the Armed Forces must take pride in the wear and appearance of that uniform at all times.

b. Personnel in CONUS are authorized the wear of the military uniform off installations during official duty hours for the following activities: transit to and from work, stopping to buy gas, running short errands, paying bills, in transit between installations, and having lunch. However, having lunch in an establishment whose primary business activity is serving alcohol is not authorized while in uniform.

c. While traveling in and out of theater, although on duty, non-military oriented civilian attire should be worn (civilian luggage and carry-on baggage are also encouraged).

d. Uniform Standards: This policy establishes standards for uniform wear, appearance, and conduct for personnel assigned, attached, Tactical Control,

Operational Control, Administrative Control, or Temporary Duty (TDY) to USARCENT. All uniform guidance in this handbook is applicable to the Army Combat Uniform (ACU) in the Universal Camouflage Pattern and the Fire Resistant (FR) combat uniform in the Operation Enduring Freedom Camouflage Pattern (OEF-CP) until the wear out date of 30 September 2019. The mandatory possession date for the Operational Camouflage Pattern (OCP) ACU is 1 October 2019.

(1) The male and female service/dress uniform is authorized for year-round wear by all male/female personnel. When prescribed by CTA 50-900, the service/dress uniform is worn as an organizational item. See DA Pam 670-1 for uniforms currently classified as male/female service/dress uniforms and for authorized variations of the uniform.

(2) OCP ACU Patrol Cap: The ACU Patrol cap is the primary headgear for all Soldiers as the duty uniform headgear. The ACU Patrol cap is worn when the ACH is not appropriate. This may include work details, in the field, or as determined by the commander. If headgear is placed in the pocket, it will not protrude or present a bulky appearance. Do not block or "Ranger Roll" your ACU cap on the top or the sides. When wearing the boonie hat, chinstraps can be worn under the chin, around the back of the head and neck, or tucked inside the boonie hat. Nametags are required on the ACU patrol cap. The senior commander officiating retains the authority to prescribe the beret for special events such as parades or changes of command or responsibility. The black beret will be retained and worn with the dress uniforms. Service Members will carry their headgear, when it is not worn, in their hands while wearing service, dress, and mess uniforms. The beret will not be attached to the uniform or hung from the belt. It will never be worn with an incomplete uniform, with face camouflage or while in the field. When name tape is sewn on, rank insignia must be sewn on as well. Only exception is ACU Patrol cap, rank insignia can be sewn on or pinned on in the center of patrol cap.

(3) ACU and Fire Resistant-ACU (FR-ACU): Soldiers may sew on the U.S. Army tape, name tape, rank, and all authorized badges as an option. Hook-and-loop fasteners for U.S. Army tape and name tape may be left on or removed when sewing on the uniform. If worn, badges must be all sewn on or all pinned on the ACU jacket; Soldiers are not authorized to mix sew-on badges with pin on badges. When personnel sew on badges, the following must also be sewn on the combat uniform coat: name tape, U.S. Army tape, and grade insignia. If a name tape, U.S. Army tape or grade insignia is sewn on, then personnel must sew all three of these items on the uniform coat. This requirement does not apply to the patrol cap. If Soldiers choose to sew on U.S. Army name tape, rank or authorized skill badges, it will be at their own expense. Soldiers are not authorized to wear pinned on badges in a field or deployed environment.

(4) Boots: The boots are laced diagonally with tan laces with the excess lace tucked into the top of the boot under the bloused trousers or slacks, or wrapped around the top of the boot. Metal or plastic cleats and side tabs are not authorized for wear.

Sewn-in or laced-in zipper or Velcro inserts are not authorized. Rubber or pure polyether polyurethane soles are the only outsole material that currently meets the need for durability and traction on surfaces in multiple environments and temperature ranges. Other materials (that may be of a lighter weight) may have significant problems in these areas.

(5) Belt: The Tan 499 Belt Color is the only authorized belts for wear with the ACU and utility uniforms.

(6) T-shirts: The Tan 499 cotton or moisture wicking t-shirts are the only authorized t-shirts worn with the ACP based on ALARACT 085/2015. The foliage green t-shirt is a standard 100 percent cotton green t-shirt and is authorized for wear by those in jobs that have an associated flame risk or hazard as outlined in CTA 50-900, table 4. The foliage green t-shirt is required to support those individuals in armor and aviation fields that cannot wear the sand moisture-wicking t-shirt to include fuel handlers and others who handle hazardous materials.

(7) Army Combat Shirt (ACS): The Army Combat Shirt (ACS) is designed to provide flame protection for individual Soldiers, while maximizing breathability, moisture management, and comfort when worn as a system including interceptor body armor and Fire Resistant combat uniform trousers or aircrew combat uniform trousers. It is designed to be worn next to the skin, without a t-shirt, in hot weather. This does not preclude wear of female undergarments or t-shirts currently approved for wear. This shirt will only be worn in a deployed environment, as approved by the commander. General guidelines for wear are as follows:

- (a) When worn, the ACS will be tucked in at all times.
- (b) The nametape and grade insignia will be worn on the right sleeve.
- (c) The U.S. flag embroidered insignia will be worn on the left sleeve.

(d) The ACS will not be worn as a daily clothing item in any garrison environment. Commanders may authorize wear for tactical and operational support missions and training events (i.e. convoys or training exercises or events requiring the Interceptor Body Armor). Personal purchase of the ACS for wear in the area of responsibility is prohibited; Soldiers will only wear the ACS issued through the unit supply system or rapid fielding initiative.

(8) U.S. Flag Cloth Replica: The full-color U.S. Flag cloth replica or the infrared subdued flag are the only authorized flag worn on U.S. Army uniforms. The flag will be on the right sleeve with the field of stars forward. The full-color U.S. Flag cloth replica will not be worn in support of a named campaign – it will only be worn in CONUS (for example at the Main Command Post). When participating in theater cooperation events in countries and locales not in direct support of named campaigns the full color U.S.

Flag cloth replica will be worn. "Subdued" cloth US Flag may be worn in lieu of Infrared flag when deployed in forward supporting operations."

(9) Gloves: Any military issued gloves or commercial gloves (black, OCP, OD Green, desert tan) without logos are authorized for wear during inclement weather, field training and tactical operations. Gloves must be serviceable and of a quality that prevents cold weather and field injuries. Fingerless gloves are not authorized for wear.

(10) Nametapes/Insignia of Grade: The insignia you must wear on your ACU include the U.S. Army tape, nametape, rank, organization patch, and American flag patch. Soldiers may wear the Shoulder Sleeve Insignia-Former Wartime Service, IAW AR 670-1, Appendix F. Officers will not wear branch insignia on the ACU, with the exception of Chaplains. The insignia must be clear and distinctive. If unserviceable, they must be replaced. Nametapes and subdued insignia of grade will always be worn in garrison and in the field on all utility uniform shirts, cold weather coats, and patrol caps. Host Nation language nametapes will be worn when deemed by commanders to be useful in U.S. Host Nation activities as a temporary exception.

(11) Brassards: The only authorized brassards to be worn in the AOR are Military Police, Explosive Ordnance Disposal, Chemical, Biological, Radiological and Nuclear, Criminal Investigation Division and Directorate of Evaluation Standardization.

(12) Rolled Sleeves ACU: Commanders may authorize Soldiers to roll up the sleeves on the ACU while in garrison. When the sleeves of the coat are rolled up the camo pattern can be exposed or not as determined by the commander. All personnel deployed in the CENTCOM AOR and assigned or attached to USARCENT will maintain sleeves down. The cuffing of sleeves may be authorized by individual commanders.

(13) Physical Fitness Uniform: The members of all services, according to their uniform standard regulations, must adhere to the physical fitness uniform standards. All personnel will wear their specific PT uniform when conducting unit physical training on regularly scheduled physical fitness training. The PT reflective belt is not required while conducting organized PT, unless otherwise instructed by leadership. Headphones/earphones are only authorized to be worn in the gym/fitness center while in the USARCENT AOR/MCP.

(a) No part of the Army Physical Fitness Uniform (APFU) may be worn outside of military bases within the CENTCOM AOR at any time. Any footwear of a specific model to have five individual slots for each toe also known as "Five Finger toe running shoes" are prohibited while wearing the APFU. The APFU is authorized for wear on and off duty, on and off the installation (in the United States), when authorized by installation policy. Individuals may wear all or part of the APFU with civilian attire on or off an installation in the United States, when authorized by the commander. This uniform may be worn in transit between the individual's quarters and duty station. When worn in any post facility, it must be clean and dry. In the United States, items of military uniform will

not be mixed with civilian attire, unless authorized by AR 670-1 Military uniforms, to include the APFU, will not be mixed with civilian clothes in Kuwait and Qatar.

(b) Unit distinctive t-shirts are authorized for wear by commanders at battalion/squadron level or higher. Service Members are not required to purchase unit t-shirts. Unit shirts are not to be worn with ACU unless it is an authorized tan colored t-shirt.

(14) Identification (ID) Tags: Service Members must wear ID tags at all times when in a field environment, while traveling in aircraft, and when outside the continental United States. ID tags will be worn around the neck, except when safety considerations apply.

(15) Jewelry: The only jewelry authorized for wear while in uniform is a wrist watch, wrist identification bracelet (MIA/KIA/Medical Allergy, made of engraved metal) and not more than two (2) rings on each hand (a wedding set is considered one). When on a military installation or other places under military control, male Service Members may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin. Females may wear a set of small earrings with the Service Class A or B uniforms but not APFU or the Service Class C. Identification bracelets are limited to medical alert bracelets and MIA/POW identification bracelets. Soldiers may wear only one item on each wrist. ID tags and chain are not considered jewelry. In addition, Soldiers are authorized to wear a fitness band (e.g. Jawbone, Fit Bit, Nike Flex, etc.) as long as bands are subdued and not seen while in ACU or ASU uniform.

(16) Tattoos: All tattoos that are of extremist, racist, indecent and sexist in nature are unauthorized IAW AR 670-1 paragraph 3-3.

(17) Eyeglasses and Sunglasses: Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons, other than refractive error, may wear them, except when health or safety considerations apply. Commanders may authorize sunglasses in formations or field environments, as appropriate. Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform. Personnel will not attach chains or ribbons to eyeglasses. Eyeglass restraints (to include bands) are authorized when required for safety purposes. Personnel will not hang eyeglasses or eyeglass cases on the uniform and may not let glasses hang from eyeglass restraints down the front of the uniform. Glasses may not be worn on top of the head at any time. Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army, including lens colors or logos that do not

comply with above restrictions, in garrison or field environments unless otherwise directed by their chain of command. Tinted or colored contact lenses are not authorized for wear with the uniform. The only exception is for opaque lenses that are prescribed medically for eye injuries. Clear lenses that have designs on them that change the contour of the iris are not authorized for wear with the uniform. Contact lenses may be restricted by the commander for safety or mission requirements.

(18) Tactical vehicle headgear: All Service Members driving or riding in tactical vehicles will wear their ACH with chinstrap fastened at all times.

(19) Bags, handbags, purses, and backpacks: Items are authorized, but must adhere to the following criteria:

(a) If Soldiers choose to wear a shoulder bag while in uniform, the bag must be black or match the camouflage pattern uniform being worn, and may not have any commercial logos. The contents of the bag may not be visible; therefore, see-through plastic or mesh bags are not authorized. Soldiers may carry authorized bags by hand, on one shoulder using a shoulder strap, or over both shoulders using both shoulder straps. No straps will cross the Soldier's torso.

(b) Hand carried bags will be conservative and professional in appearance. Bags (to include civilian gym bags, civilian backpacks, or other similar civilian bags) must be carried only in the hand if they do not meet the above criteria. DA Pam 670-1 provides additional descriptions and wear occasions for handbags.

(c) Commanders may prescribe the wear of organizational issue rucksacks in garrison and field environments.

(20) Cellular Phones: Soldiers may wear an electronic device on the belt, belt loops, or waistband of the uniform. Only one electronic device (for example, cell phone) may be worn. The body of the device may not exceed the size of a Government issued electronic device, and the device and carrying case must be black; no other colors are authorized. If security cords or chains are attached to the device, Soldiers will conceal the cord or chain from view. Other types of electronic devices are not authorized for wear on the uniform, unless medically prescribed. If the commander issues and requires the use of other electronic devices in the performance of duties, the Soldier will carry them in the hand, pocket, briefcase, purse, bag, or some other carrying container. Soldiers are not authorized to wear wireless or non-wireless devices/earpieces while wearing Army uniforms. Hands-free devices while operating a commercial or military vehicle (to include a motorcycle or bicycle) are allowed if not otherwise prohibited by policy or law in accordance with AR 385-10.

(21) Uniform Appearance: At no time will Service Members un-blouse their boots except when conducting waterborne operations or as a control implemented as a result of an approved risk assessment, as approved by the commander.

2. Off-Post:

a. Wear of Uniform Attire: Service Members and DoD Civilians may wear the duty uniform when traveling off-post for official business from one U.S. or Host Nation secured location to another U.S. or Host Nation secured location. No stops, convenience or otherwise, are authorized when traveling in the duty uniform, unless there is an emergency. If Service Members or DoD Civilians make a stop of any kind, at any location other than a US or Host Nation secured location, they will wear civilian attire.

b. Service Members assigned or attached to USARCENT may be subject to additional uniform policies when visiting or performing duties at other installations or camps throughout the AOR or CONUS.

c. Personnel visiting (i.e. Battlefield Circulation) CJTF-OIR or U.S. Forces-Africa (USFOR-A) installations will adhere to their directed policies for standards of appearance and dress.

CHAPTER 5 WEAR OF CIVILIAN ATTIRE

1. General: The professional atmosphere and high standards of appearance during the duty day should carry over into the selection of civilian attire. While off-duty, Service Members and DA civilians may dress casually and comfortably; however, there are legal, moral, safety, and sanitary criteria that require a dress code for all military installations. Current styles and fashions that are conservative and in good taste are authorized. Wear of appropriate attire avoids public embarrassment and promotes a sense of consideration for others. All Liaison Officers and forward deployed personnel will also adhere to Local Area Support Group policies and procedure policy letters. For updated guidance, reference USARCENT Policy Memorandum 2019-06 USARCENT Off-Post Travel Policy.

2. Civilian Clothing (AR 670-1 Para 3-9)

a. Wear of Civilian Attire. Service Members and DoD Civilians will wear civilian attire when traveling off-post for recreation. Civilian clothing must be appropriate for the event as determined by the Joint Service Committee, Area Support Group/Base Commander or Unit Commander. No shorts, tank tops, offensive, vulgar, ripped, pants with holes, military issued items (i.e. uniform pants, T-shirt, etc.) or items with a U.S. military camouflage pattern/logo including bags will be worn or carried; no exceptions are authorized.

b. When on duty in civilian clothes or off duty and outside of their personal dwelling, Army personnel will present a professional image that does not detract from the profession, unless specifically exempted by the commander for specific mission requirements.

c. Soldiers are associated and identified with the Army in and out of uniform and when on or off duty. Therefore, when civilian clothing is worn, Soldiers will ensure that their dress and personal appearance are commensurate with the high standards traditionally associated with Army service. Commanders are charged with determining and publishing the local civilian clothing policy.

d. When civilian clothing has been authorized by competent authority for wear in a duty status in lieu of a uniform, the civilian clothing will be of the same comparable degree of formality as the uniform prescribed for such duty. Standards of dress and appearance will be conservative and meet the same high standards established for personnel in uniform IAW AR 670-1.

e. No part of a prescribed uniform, except those items not exclusively military in character, may be worn with civilian clothing.

f. Uniform items authorized for wear with civilian clothing by males are restricted to the gold cuff links, studs, tie bar, mourning band, footwear, socks, gloves, undergarments, black bow-tie, wool scarf, all-weather coat, fleece caps, and physical training uniforms.

g. Uniform items authorized for wear with civilian clothing by females are restricted to the white shirt without insignia of grade, footwear, gloves, handbag, clutch purse, wool scarf, all-weather coat, fleece caps, and physical training uniforms.

h. Uniform items that have been declared obsolete may be worn with civilian clothing, provided such items contain no distinctive insignia or buttons.

3. Civilian dress standard: The minimum standard of casual civilian dress for normal activities and business in public areas on military installations is as follows:

a. Clothing should be clean, well maintained and properly fitted.

b. Clothing should be worn to present a neat, orderly appearance (e.g. buttoned, belted, zipped, or fastened).

c. Footwear: Athletic or walking shoes or sandals with or without socks. Male and females are authorized to wear thong type footwear (except for shower shoes that are specifically designed for showering).

4. Unauthorized Civilian Clothing: The following articles of civilian clothing and/or appearance are inappropriate for wear on military installations:

a. Clothing that is designed primarily to be worn as nightwear/sleepwear (to and from latrines only).

b. Undergarments will not be worn as outerwear (i.e., boxer shorts are not to be worn as shorts). This does not include T-shirts with professional prints.

c. Clothing with obscene, slanderous, or vulgar words or drawings, or clothing which makes disparaging comments concerning the military/United States Government or its allies is prohibited.

d. Articles of apparel, which include but are not limited to, t-shirts or hats which depict drugs, drug paraphernalia, or which advocate the use of drugs are prohibited.

e. Bare/exposed feet in any facility are prohibited, except where no footwear is appropriate, such as swimming pools.

5. Off-Post Attire: When conducting military business off of military installations in the AOR, civilian attire must be worn and must be conservative in nature, adhering as

closely as possible to the local customs and culture. All standards in paragraphs 1 thru 4 apply with the following additional guidance:

a. Upper body.

(1) T-shirts designed as outerwear are acceptable, but they may not have writing or graphics on them, regardless of type (examples include concert t-shirts, pro and college team jerseys, sports logo t-shirts, shirts with designer names written across the front or back in large print. Pocket logos (e.g. Polo, Izod, Chaps) are acceptable as long as they are designed for casual or dress wear.

(2) For men, a complete coverage short sleeve type shirt with color or without pocket and designed to be worn as an outer garment.

(3) For women, a long-sleeve blouse or top that provides conservative coverage to include the full arm, shoulders, trunk/mid-drift, and the cleavage area.

b. Lower body:

(1) Long pants that leave no part of the leg exposed. All trousers will be worn around the waist, not the hips or buttocks, and underwear will not be exposed between the trousers and the shirt.

(2) Dresses and skirts will be at least knee length.

c. Male personnel will not wear earrings or display any other form of body piercing/skin art (tattoos) in any public place, on or off duty, while in the AOR.

6. Suspension: Commanders are authorized to suspend the wear of civilian clothing for individuals who fail to adhere to civilian clothing as outlined.

7. Civilian Clothing Allowance (CCA) (AR 700-84 Chapter 8)

a. Service Members directed by competent authority to dress in civilian clothing more than half the time when performing official duty, as a military requirement, are eligible to apply for a CCA. The CCA program applies to USAR and ARNG personnel on orders to active duty over 179 days.

b. Officers are **NOT** eligible for a CCA if they are TDY or TCS from a CONUS location.

(1) Example 1: An Officer permanently assigned to Germany on TCS orders to Kuwait **IS** authorized a CCA if the other requirements are met.

(2) Example 2: An Officer on PCS orders from Texas to Kuwait **IS** authorized a CCA if the other requirements are met.

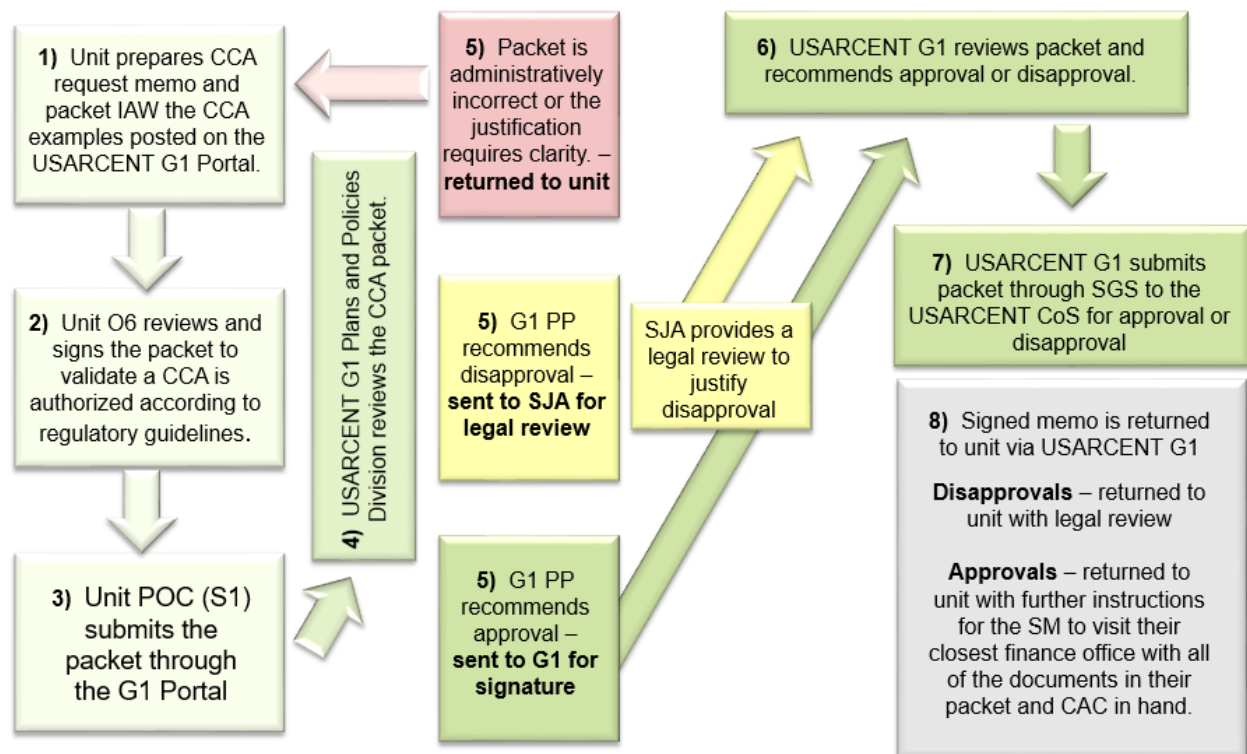
(3) Example 3: An Officer permanently assigned to Virginia on TCS orders to Kuwait **IS NOT** authorized a CCA, regardless of rank or duty position.

c. **ETPs are NOT authorized**, in any circumstance, to the CCA regulation.

d. CCA requests will not be approved when the justification includes traveling from one military installation to another. Making unnecessary stops (lunch/shopping) when traveling between military installations does not justify a CCA request.

e. CCA requests require specific verbiage in the memo. Review the "CCA Request Guidance" prior to CCA submission. Incorrect memos and packets will be returned to the unit for correction. Examples are available on the USARCENT G1 portal page, https://portal.arcent.swa.army.mil/coord_staff/G1/SitePages/cca.aspx. See CCA process in Figure 5-1.

Figure 5-1: CCA Process



Soldiers should ensure their iPERMS accounts are updated with the delegation memo, approval memo, and their orders. Soldiers are also required to show their Supervisor proof of purchase (receipts) totaling the entire amount of the CCA allowance.

CHAPTER 6 SAFETY/FORCE PROTECTION

References:

AR 385-10, The Army Safety Program 24 Feb 17
ATP 5-19, Composite Risk Management 8 Sep 14
DA PAM 385-1, Small Unit Safety Officer/Noncommissioned Officer Guide 23 May 13
ARCENT Safety Program and Policy

1. General:

a. The policy of USARCENT is to direct every effort toward prevention of motor vehicle accidents, aircraft accidents, fires, explosives, off-duty recreational accidents, and other accidents resulting from equipment or human error.

b. Accident prevention is the responsibility of each member of the command on and off duty. Each individual must comply with rules, regulations, SOPs, correct or report unsafe conditions, report all accidents, use protective devices, and as appropriate, warn others of known hazards or their failure to observe safety regulations.

c. Civilian personnel within the USARCENT AOR will adhere to all safety policies established by the installation and/or camps. Examples of such safety policies are headphone usage, reflective belts, seat belts, etc.

d. Issued personal protective equipment:

(1) Fluorescent or reflective Personal Protective Equipment will be provided to and used by all personnel who are exposed to traffic hazards as a part of their assigned duties: for example, road guards, traffic control personnel, road construction crews, personnel conducting police call, electricians, or telephone repair personnel working on outside overhead lines.

(2) Troop formations, during periods of reduced visibility, will post front and rear guards 30 meters in front and to the rear.

(3) Troop formations moving on roadways during periods of darkness will be provided flashlights with wand or luminescent chemical lights.

e. To ensure maximum safety, each person should receive specific instructions in the application of safety practices relative to their assigned duties and the environment in which they spend their off duty hours. Specific areas of concern for members of USARCENT are as follows:

(1) Vehicle Safety: The leading cause of deaths or serious injuries involves a Personally Owned Vehicle, Non-Tactical Vehicle, or military vehicles. It is essential that we take an active role in preventing this needless loss of our most precious resource.

(a) All personnel operating or riding as a passenger in a motor vehicle will wear safety belts when sitting in seats in which safety belts have been installed by the vehicle manufacturer, whether on or off a DoD installation, on or off duty. Individuals will not ride in seats from which manufacturer-installed occupant restraints have been removed or rendered inoperative. The vehicle operator is responsible for informing passengers of the safety belt requirement. The senior occupant is responsible for ensuring enforcement. With respect to civilian employees, when it is not clear who is the senior occupant, the driver is responsible for ensuring enforcement.

(b) Posted speed limits must be adhered to at all times. When speed limits are not posted, commanders must determine the maximum speed, not to exceed vehicle capabilities.

(c) Vehicle commanders, drivers, and assistant drivers of combat tactical vehicles, not equipped with a windshield will wear eye protection. This requirement also applies when the windshield is in the down position.

(d) All trailers operated on military installations will be equipped with safety chains or similar devices to prevent breakaway trailer accidents. Trailer brake lights, taillights, and turn signals must be in operating condition.

(e) Tactical vehicle drivers will keep low beam lights on at all times when on public roadways outside military installations except where Status of Forces Agreement (SOFA) or local laws prohibit use of headlights during daylight (sunrise to sunset) hours. Use of parking lights only while the vehicle is in motion is prohibited except as directed by military authority. This applies to all vehicles (commercial and tactical) that are under full control and accountability of the U.S. Government.

(f) All military motor vehicles operating over public roads will be equipped with highway warning kits. Vehicles carrying flammable or explosive materials will not use or carry flares.

(g) Brief everyone, especially newcomers, on POV/NTV accident prevention policies and identify hazardous roadways surrounding their environment. Ensure Service Members complete appropriate specialized training (i.e. motorcycle safety course).

(h) Validate minimum operating requirements (e.g., driver's license, insurance, dispatch, safety inspection, post registration decals, and appropriate specialized training for operations – (authorization memo is required for Kuwait NTV travel below grade of E9, WO4, and LTC). Ensure leader/supervisor complete an inspection checklist when

initially assigned and routinely conduct periodic inspections, especially prior to holidays and long weekends.

(i) Continuously emphasize safe operating requirements and procedures, especially to personnel out-processing or departing on leave or TDY.

(j) Develop a strong Accident Prevention Program that involves commitment from operators and their chain of command. The program will include commander's policy; appointment of a technical advisor; leader's assessment of the operator's attitude and behavior; rewards for sound judgment and/or behavior and penalties for poor judgment and/or behavior; frequent inspections; restricted riding areas (high-risk road); special briefing conducted by operators; and refresher/remedial training.

(2) Motorcycle Safety: According to Army Regulation 385-10, all privately owned motor vehicles must meet all Department of Transportation and State requirements. Service Members must use all Personal Protective Equipment and Clothing (PPEC) when operating a motorcycle. PPEC consists of: a DOT certified helmet with impact or shatter resistant goggles or full face shield properly attached, sturdy footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves or mittens designed for use on a motorcycle, brightly colored outer upper garment during the day and a retro-reflective outer upper garment during the night. Outer upper garment shall be clearly visible and not covered. Operators must ensure that their passengers comply with PPEC. Rear view mirrors must be mounted on handlebar or fairing, and headlight must be turned on. Operators of motorcycles are required to attend a certified Motorcycle Safety Course. Current policy makes it mandatory for operators of motorcycles to be evaluated on their riding skills before they operate a motorcycle **ON OR OFF POST**.

(a) Prior to departing on leave or TDY, Service Members will be briefed on high and extremely high risk factors identified on the Accident Assessment for Leaders chart. At a minimum, the briefing will include the hazards of high-risk activities and effective countermeasures.

(b) The wearing of headphones or earphones while driving any vehicle on Army installation roads and streets is prohibited, except cell phones utilizing a hands free device.

(c) Excessive use of alcohol often contributes to the most tragic situations. Everyone, especially leaders, must be responsible when serving guests at a hosted event. It is never okay to lose control. Be responsible for yourself and your fellow Service Members. Always have a plan and never operate a motor vehicle after consuming alcohol; the risks are too great!

(d) Security Identification Badges: While in the AOR, security identification badges must be displayed for access to restricted areas or facilities, and must be removed, along with all types of badge holders/attachments, when departing the area for which they were required. All personnel must have their Common Access Card

(CAC) on self at all times (with ID tags). During such time, personnel may display their identification by the use of the “around the neck” or the “around the arm” identification card holder. Only these forms of identification may be displayed; displaying other photos or accouterments is unauthorized.

(e) Reflective belts: Reflective belts are required to be worn while, riding mopeds, or motorcycles on roads during the hours of darkness. Reflective belts must be worn at all times while operating a bicycle.

(f) Earphones/Headphones: Service Members may wear earphones/headphones while conducting individual physical training indoors. **Earphones/headphones will NOT be worn while walking, jogging, skating, and bicycling, including operating a motorcycle or moped on USARCENT installation roads and streets.** At the Forward Command Post – headphone usage authority is with the ASG-Kuwait commander.

(3) Bicycle safety: Bicycle safety will be an integral part of each installation traffic safety program.

(a) Bicycle helmets approved by the Consumer Product Safety Commission will be worn by all personnel, including Family members, who ride bicycles on military installations. Previously purchased bicycle helmets certified by the American Society for Testing and Materials may also be worn but when purchasing a new helmet, riders should look for the Consumer Product Safety Commission certification. Outside CONUS, riders may wear HN helmets if the helmet meets or exceeds Consumer Product Safety Commission standards.

(b) For Government-owned three-wheeled bicycles that are operated within operational work areas, commanders may use Risk Management procedures to determine exceptions to the helmet requirement.

(c) Wearing headphones, earphones, or other listening devices while bicycling on or adjacent to roadways on DoD installations is prohibited.

(d) When bicycling on roadways on DoD installations during hours of darkness or reduced visibility, bicycles will be equipped with operable headlights and taillights, and the bicyclist will wear a reflective upper outer garment.

(e) Bicyclists will adhere to local laws/regulations/Command policy for traffic safety.

2. Composite Risk Management and Risk Assessment (see also Appendix B):

a. Risk management is the process of identifying and controlling hazards to conserve combat power and resources. The five steps of risk management are:

- Identify the hazards
- Assess the hazards to determine risks
- Develop controls and make risk decisions
- Implement controls
- Supervise and evaluate

b. Risk Assessment is a part of risk management. It can range from simple to complex. A risk assessment causes Service Members and leaders to identify hazards and threats and place them in perspective, relative to the mission or task at hand. Logically, one cannot identify the risk without first defining the hazards.

Appendix A

SUICIDE PREVENTION RESOURCES

In an emergency dial 911.

CONUS: National Suicide Prevention Lifeline 1-800-273-TALK (8255)

OCONUS: National Suicide Prevention Lifeline International Access Code +800-273-TALK (8255) **Military One Source:** 1-800-342-9647

Shaw AFB Mental Health: 1-803-895-6199

Shaw AFB On Call Duty Chaplain-SHAW AFB CMD line: (1-803-895-5850) duty officer will give you the chaplain contact information

USARCENT HHBn Chaplain: 1-803-885-7152/7138

Camp Arifjan MP Desk: 318-430-1343

Afrijan Off-Post Cell Emergency: 2221-9911

OPCEN Emergency Contact Info: 803-885-8086/8063

Other Local Emergency Numbers:

Agency

Phone Number

Appendix B

Sexual Assault and Sexual Harassment

1. Sexual assault is a crime punishable under the Uniform Code of Military Justice and applicable federal and state laws. It is a destructive act that degrades our ability to accomplish the mission and protect the force; it violates human dignity, Army Values, and the Warrior Ethos. Sexual assault has absolutely no place on the USARCENT team. Sexual assault is catastrophic to the unit and breaks down the trust among teammates.

2. Victims are encouraged to report sexual assaults in order for persons to be held accountable for their actions and possible prosecution for committing acts of sexual misconduct. Although unrestricted reporting is encouraged, it is the victim's decision and they have two reporting options: restricted and unrestricted.

a. **Restricted reporting.** Restricted reporting allows a Service Member who is a sexual assault victim, on a confidential basis, to disclose the details of his/her assault to specifically identify individuals (Deployed/ Sexual Assault Response Coordinator, Victim Advocate, a healthcare provider or chaplain) and receive medical treatment and counseling without triggering the official investigative process.

b. **Unrestricted reporting.** Unrestricted reporting allows a Service Member who is sexually assaulted and desires medical treatment, counseling, and an official investigation of his/her allegation to use current reporting channels, e.g. chain of command, law enforcement or report to DSARC, or health care provider to notify law enforcement (CID).

c. **Regardless of the reporting choice, victims are entitled to the same medical care and treatment**

3. Sexual Assault Coordinators are available 24/7, during and after duty hours. The contact information is listed below:

- USARCENT Sexual Assault Response Coordinator (Shaw AFB):
- Primary #: Cell: 803-607-6197
- ALT #: Cell: 803-464-2866
- USARCENT SARC Hotline#: 803-468-5079
- Shaw AFB SARC Hotline#: 803-895-7272
- USARCENT 24 hr Hotline (Kuwait) #: 318-430-7477.
- USARCENT Deployed Sexual Assault Response Coordinator (DSARC) (Camp Arifjan, Kuwait): Cell: 9983-9742/011-965-9983-9742. **(DSARC contact information is posted in the living, recreational, and work areas on Camp Arifjan).**

4. DoD Safe Helpline (Sexual Assault Support for DoD Community):
www.SafeHelpline.org, call: 877- 995-5247, Text 55-247 (inside the U.S.), 202-470-5546 (outside the U.S.)

Appendix C

Equal Opportunity (EO)

1. The EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Specifically, the goals of the EO program are to:

a. Provide EO for military personnel and Family members, both on and off post and within the limits of the laws of localities, states, and host nations.

b. Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.

2. The U.S. Army will provide EO and fair treatment for military personnel and Family members without regard to race, color, sex (to include gender identity), religion, national origin, or sexual orientation, and provide an environment free of unlawful discrimination and offensive behavior. This policy:

a. Applies both on and off post, during duty and non-duty hours.

b. Applies to working, living, and recreational environments (including both on and off-post housing).

3. Discrimination has absolutely no place on the USARCENT team. Victims of discrimination has two reporting options to dispose of an EO Complaint Formal/Informal.

a. **Informal Complaint.** Report inappropriate behavior without initiating a full investigation. This may be most appropriate for minor infractions, where the complainant simply want behavior to stop.

b. **Formal Complaint.** Written complaint filed using a DA Form 7279 and can be filed with any of the following – Chain of Command, Equal Opportunity Advisor, Inspector General, Housing Referral Office, Judge Advocate General, Criminal Investigative Division, Chaplain, or Medical Agency. An Army 15-6 investigation will be initiated by command in all formal EO complaints.

c. **Complaint** must be filed within 60 days of incident. Those filed after the 60 days may be pursued at the Commander's discretion IAW AR 600-20 Chapter 6.

4. USARCENT Equal Opportunity Advisors contact information is listed below:
USARCENT EOA Team (Shaw AFB): Primary #: Comm: 803-885-7126/8637 DSN: 312-889-7126/8637; USARCENT FCP#: DSN 318-430-4047; USARCENT EO Dropbox
Email: usarmy.shaw.usarcent.mesg.eo@mail.mil

Appendix D

Counseling

1. Monthly Counseling: (Soldiers)

- a. Counseling is the process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential
- b. Counseling is one of the most important leadership development responsibilities for Army leaders. The Army's future and the legacy of today's Army leader's rests on the shoulders of those they help prepare for greater responsibility.
- c. Initial (Reception and Integration) counseling for enlisted Soldiers should be conducted within the first 72 hours of arrival to unit. Soldiers should receive at minimum performance counseling at the end of every month on the standard DA Form 4856. For additional information refer to FM 6-22 Table 7-42.

2. Quarterly Counseling: (Leaders)

- a. If the rated Soldier is recently assigned to the organization, the rater may use the counseling to outline a duty description and performance objectives. This discussion gives the rated Soldier a guide for performance while learning new duties and responsibilities in the unit of assignment, or requirements in achieving military or civilian academic standards.
- b. If the rater is recently assigned, this first counseling may be used to ask the rated Soldier for an opinion of the duty description and objectives. By doing this, the rater is given a quick assessment of the rated Soldier and the work situation. It will also help the rater develop the best duty description and performance objectives for the rated Soldier.
- c. For officers, DA Form 67-9-1 (or equivalent) is used throughout the rating period. DA Form 67-9-1a (or equivalent) will be used along with the DA Form 67-9-1 (or equivalent) for officers in the ranks of CPT, LT, CW2, and WO1. DA Form 67-9-1a is optional for other ranks.
- d. For NCOs, DA Form 2166-9-1A will be used to document the required initial and quarterly NCO counseling, professional development throughout the rating period, and to prepare the final evaluation.
- e. All Officers and NCOs will receive an initial counseling from their rater within 72 hours of arrival to unit. Every leader will receive counseling on the required support forms quarterly IOT evaluate individual's performance throughout the rated period. For additional information refer to AR 623-3 and/or DA Pam 623-3.

If you walk by a deficiency without correcting it, you have just created a new standard!

Patton's Own
Third Always First!!



The POC for the USARCENT Standards Book is the USARCENT G3 SGM;
COMM: 803-885-7344; DSN: 312-889-7344; SVOIP: 302-367-7344.